

D.C. Office of Personnel

www.dcop.dc.gov

| Description | FY 2003 Actual | FY 2004 Approved | FY 2005 Proposed | % Change from FY 2004 |
|------------------|-------------------|---------------------|---------------------|--------------------------|
| Operating Budget | \$10,713,792 | \$11,473,298 | \$14,510,483 | 26.5 |
| FTEs | 120.1 | 141.0 | 141.1 | 0.0 |

The mission of the D.C. Office of Personnel (DCOP) is to provide comprehensive human resource management services to client agencies so they can strengthen individual and organizational performance and enable the government to attract, develop and retain a highly qualified, diverse workforce.

DCOP was created by Mayor's Order 79-84, "Establishment of an Office of Personnel and to Provide for the Transfer of Personnel Program Functions and Resources in Accordance with D.C. Law 2-139 (District of Columbia Merit Personnel Act of 1978)," and by legislation now codified as D.C. Code Section 1-604.2.

Through the personnel authority delegated to the Mayor, DCOP develops proposed legislation, rules, and regulations governing the personnel management functions for the career, excepted, executive, legal, and management supervisory services classifications of employees in the agencies under the authority of the Mayor.

DCOP advises and assists the Mayor, City Administrator, Deputy Mayors and agency directors on all matters relating to employees, personnel management programs, and policies. The agency also manages the Human Resources Development Fund (see agency HD0), which finances the Center for Workforce Development.

The agency plans to fulfill its mission by achieving the following strategic result goals:

Attract, select and retain top quality employees:

- Streamline and improve the quality of the hiring process.
 - FY 2005: 100 percent of agencies under the authority of the Mayor that have workforce plans in place by September 30th.
- Build a competitive benefits structure.
 - FY 2005: 70 percent of benefit plans offered will be equivalent to benefit plans offered by similar organizations in a benefits survey.
- Continue to streamline and improve compensation and classification structure and processes
 - FY 2005: 40 percent of current pay schedules will be reduced.

Consistently support high quality performance:

- Improve utilization of performance evaluation systems and reward mechanisms
 - FY 2005: 92 percent of employees covered under the Performance Management Program will have a per-

- formance plan in place by the due date.
- FY 2005: 87 percent of employees will have a performance evaluation completed on time.
 - Increase knowledge and enhance skills of D.C. government employees through training classes offered by the Center for Workforce Development.
 - FY 2005: 75 percent of employees indicate training helped them gain knowl-

edge or apply new skills in performing their jobs.

Build a professional and effective human resource management infrastructure:

- Create a modern, reliable HR management infrastructure
 - FY 2005: Procure and implement the advanced benefits, pension and service center components of the HRIS.

Funding by Source

Tables BE0-1 and 2 show the sources of funding and FTEs by fund type for the D.C. Office of Personnel.

Table BE0-1

FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

| Appropriated Fund | Actual FY 2002 | Actual FY 2003 | Approved FY 2004 | Proposed FY 2005 | Change from FY 2004 | Percent Change |
|---------------------------------------|-------------------|-------------------|---------------------|---------------------|---------------------------|-------------------|
| Local Fund | 13,692 | 8,230 | 8,990 | 11,151 | 2,161 | 24.0 |
| Special Purpose Revenue Fund | 1,290 | 218 | 758 | 1,456 | 697 | 92.0 |
| Total for General Fund | 14,982 | 8,448 | 9,748 | 12,606 | 2,858 | 29.3 |
| Intra-District Fund | 600 | 2,266 | 1,725 | 1,904 | 179 | 10.4 |
| Total for Intra-District Funds | 600 | 2,266 | 1,725 | 1,904 | 179 | 10.4 |
| Gross Funds | 15,582 | 10,714 | 11,473 | 14,510 | 3,037 | 26.5 |

Table BE0-2

FY 2005 Full-Time Equivalent Employment Levels

| Appropriated Fund | Actual FY 2002 | Actual FY 2003 | Approved FY 2004 | Proposed FY 2005 | Change from FY 2004 | Percent Change |
|---------------------------------------|-------------------|-------------------|---------------------|---------------------|---------------------------|-------------------|
| General Fund | | | | | | |
| Local Fund | 105 | 92 | 111 | 117 | 6 | 5.3 |
| Special Purpose Revenue Fund | 17 | 0 | 3 | 6 | 3 | 92.3 |
| Total for General Fund | 122 | 92 | 114 | 123 | 9 | 7.6 |
| Intra-District Funds | | | | | | |
| Intra-District Fund | 15 | 28 | 27 | 18 | -9 | -32.5 |
| Total for Intra-District Funds | 15 | 28 | 27 | 18 | -9 | -32.5 |
| Total Proposed FTEs | 137 | 120 | 141 | 141 | 0 | 0.0 |

Expenditure by Comptroller Source Group

Table BE0-3 shows the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table BE0-3

FY 2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

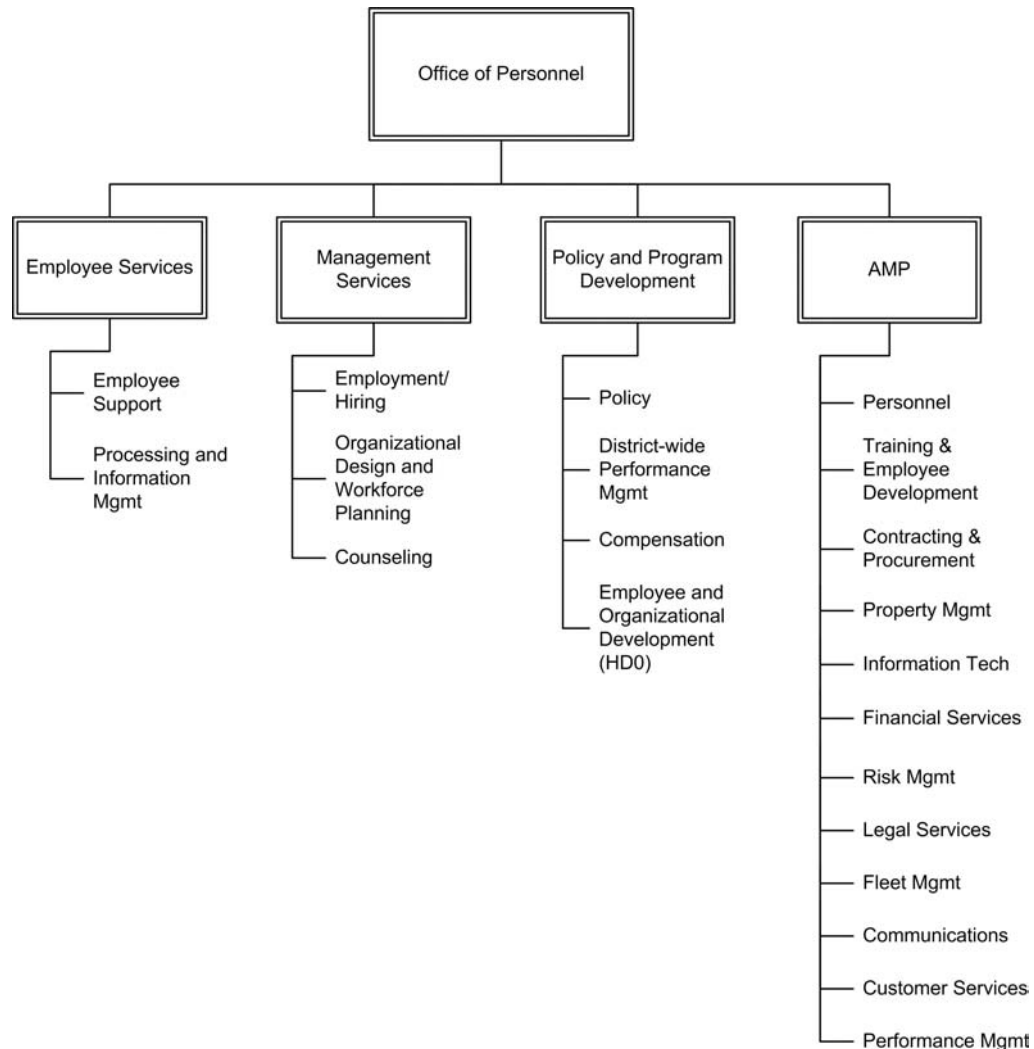
| Comptroller Source Group | Actual FY 2001 | Actual FY 2002 | Approved FY 2003 | Proposed FY 2005 | Change from FY 2003 | Percent Change |
|--|-------------------|-------------------|---------------------|---------------------|---------------------------|-------------------|
| 11 Regular Pay - Cont Full Time | 6,342 | 6,446 | 6,589 | 6,599 | 9 | 0.1 |
| 12 Regular Pay - Other | 473 | 53 | 531 | 714 | 183 | 34.4 |
| 13 Additional Gross Pay | 93 | 219 | 74 | 100 | 25 | 34.2 |
| 14 Fringe Benefits - Curr Personnel | 970 | 1,013 | 1,658 | 2,216 | 558 | 33.7 |
| 15 Overtime Pay | 8 | 9 | 8 | 7 | -1 | -6.7 |
| Subtotal Personal Services (PS) | 7,886 | 7,740 | 8,861 | 9,636 | 775 | 8.7 |
| 20 Supplies and Materials | 91 | 112 | 81 | 127 | 47 | 58.1 |
| 30 Energy, Comm. And Bldg Rentals | 188 | 150 | 153 | 148 | -5 | -3.3 |
| 31 Telephone, Telegraph, Telegram, Etc | 81 | 111 | 152 | 173 | 21 | 13.8 |
| 32 Rentals - Land And Structures | 129 | 69 | 225 | 0 | -225 | -100.0 |
| 33 Janitorial Services | 81 | 85 | 91 | 90 | 0 | -0.4 |
| 34 Security Services | 124 | 154 | 125 | 121 | -4 | -3.3 |
| 35 Occupancy Fixed Costs | 0 | 0 | 0 | 169 | 169 | 100.0 |
| 40 Other Services And Charges | 734 | 270 | 380 | 622 | 242 | 63.7 |
| 41 Contractual Services - Other | 6,153 | 1,594 | 1,125 | 3,263 | 2,139 | 190.2 |
| 70 Equipment & Equipment Rental | 115 | 429 | 281 | 160 | -121 | -43.2 |
| Subtotal Nonpersonal Services (NPS) | 7,696 | 2,974 | 2,613 | 4,875 | 2,262 | 86.6 |
| Total Proposed Operating Budget | 15,582 | 10,714 | 11,473 | 14,510 | 3,037 | 26.5 |

Expenditure by Program

This funding is budgeted by program and D.C. Office of Personnel has the following program structure:

Figure BE0-1

D.C. Office of Personnel



Gross Funds

The proposed budget is \$14,510,483, representing an increase of 26.5 percent from the FY 2004 approved budget of \$11,473,298. There are 141.1 FTEs for the agency, a change of 0.1 over the FY 2004 approved budget.

General Funds

Local Funds. The proposed budget is \$11,150,950, representing an increase of 24.0 percent from the FY 2004 approved budget of \$8,990,227. There are 117.3 FTEs for this fund type, an increase of 6 FTEs from FY 2004. These Local funds include \$946,428 and 17.0 FTEs for indirect cost recovery funds, which were previously classified as Intra-District funds in the FY 2004 approved budget.

Special Purpose Revenue Funds. The proposed budget is \$1,455,540, representing an increase of 92.0 percent from the FY 2004 approved budget of \$758,187. There are 5.8 FTEs for this fund type, an increase of 2.8 FTEs from FY 2004. Sources of funding include the annuitant benefit trust fund (\$953,000 and no FTEs, an increase of \$323,000 from the FY 2004 approved budget), defined benefits retirement program (\$363,775 and 4.2 FTEs, an increase of \$193,814 and 1.2 FTEs from the FY 2004 approved level), and reimbursables from other governments (\$138,765 and 1.5 FTEs, an increase of \$539 and 1.5 FTEs from the FY 2004 approved level).

Intra-District Funds.

The proposed budget is \$1,903,993, representing an increase of 10.4 percent from the FY 2004 approved budget of \$1,724,884. There are 18.0 FTEs for this fund type, a decrease of 8.7 FTEs from FY 2004. Sources of funding include the health benefits assessment fee (\$1,429,858 and 13.0 FTEs, an increase of \$700,160 and 5.0 FTEs from the FY 2004 approved budget) and inter-agency agreements for human resources and performance management services (\$474,135 and 5.0 FTEs, an increase of \$394,068 and 4.0 FTEs from the FY 2004 approved budget). Indirect cost recovery funds, which were in the FY 2004 approved budget at \$915,119 and 17.7 FTEs, are now classified as Local funds for the FY 2005 proposed budget.

Programs

The D.C. Office of Personnel is committed to the following programs:

Policy and Program Development

| | FY 2004 | FY 2005 |
|--------|-------------|-------------|
| Budget | \$3,013,476 | \$2,359,094 |
| FTEs | 24 | 17 |

Program Description

The **Policy and Program Development** program provides policy development, performance management, compensation structures and benefits plans, and individual and organization develop-

ment services to District employees so that District organizations operate more productively by attracting, developing and retaining employees who perform at a high quality level. This program's services are provided through the following three activities:

- **Policy** - provides policy development and consultation services to DCOP staff and agency managers so they can gain accurate information on human resource policies and get answers to their questions in a timely manner.
- **Performance Management** - provides performance management guidance and assistance services to District agency managers so they can recognize, reward and hold their employees accountable for meeting performance goals and objectives.
- **Compensation** - provides compensation services to the District so it can attract and retain a qualified workforce.

Program Budget Summary

The program has a gross funds decrease of \$654,382 or 21.7 percent from the FY 2004 approved budget of \$3,013,476. The local funds net decrease of \$19,579 is primarily from a \$600,000 increase for compensation and classification reform, a \$271,429 decrease in the performance management activity, a net transfer of \$112,529 of personal service costs for the Police/Fire Retirement and Relief Board (PFRRB) to non-local funds, a \$12,974 increase for FY 2004 nonunion pay increases, and the transfer of benefit administration costs to the Employee Services program. The Special Purpose Revenue funds decreased by \$269,947, which represents an increase of \$360,053 in funding for the PFRRB to better reflect historical expenditure patterns and the transfer of \$630,000 for annuitant benefits to the Employee Services program. The Intra-District funds decreased by \$364,856 primarily from the transfer of the benefits administration to the Employee Services program, partially offset by an increase of inter-agency agreements for performance management services for independent agencies.

Key Result Measures

Program 1: Policy and Program Development

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Jo Ellen Gray, Associate Director of Policy and Program Development Division

Supervisor(s): Rosalind Inge, Interim Director

Measure 1.1: Percent of policy consultations provided within the mutually established timeframe

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 75 | 80 | 85 |
| Actual | - | - | - |

Measure 1.2: Percent of employees covered under the PMP with a performance plan in place on time

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 90 | 90 | 90 |
| Actual | - | - | - |

Measure 1.3: Percent of employees whose performance evaluation is completed on time

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 85 | 85 | 90 |
| Actual | - | - | - |

Measure 1.4: Percent of employees who indicate during their exit interview that salary was a major factor in their decision to leave the District

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 40 | 40 | 40 |
| Actual | - | - | - |

Measure 1.5: Percent of employees indicating that training helped them gain knowledge or skills to perform their jobs better

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 75 | 80 | 85 |
| Actual | - | - | - |

Management Services

| | FY 2004 | FY 2005 |
|--------|-------------|-------------|
| Budget | \$2,987,904 | \$3,915,289 |
| FTEs | 44 | 45 |

Program Description

The Management Services program provides services and advice to agencies and management

in the areas of workforce planning, recruitment, selection, classification, organizational design/realignment, employee discipline and performance advice, and counseling so that District agencies and managers can operate more productively by attracting and retaining qualified employees who perform at a high level of efficiency. This program's services are provided through the following three activities:

- **Employment/Hiring** - provides recruitment, selection and placement services to client agencies so they can make timely hiring and placement decisions.
- **Organizational Design and Workforce Planning** - provides consultation and advisory services to agency managers so they can implement organization structures and plan for vacancies to meet their management objectives.
- **Counseling** - provides consulting, research and analysis services to management and human resource advisors so they can make well-informed decisions regarding workplace issues.

Program Budget Summary

The program has a gross funds increase of \$927,385 or 31.0 percent from the FY 2004 approved budget of \$2,987,904. The local funds increase of \$1,520,361 is primarily from a \$750,000 increase for mandatory drug testing and background checks for positions affected by the Child and Youth, Safety and Health Omnibus Act of 2003, a \$638,184 increase for the transfer of indirect cost recovery funds from Intra-District to Local funds, a \$60,072 increase for FY 2004 nonunion pay increases, and \$40,000 for executive recruitment. The Intra-District funds decrease of \$592,976 is primarily from the \$638,184 transfer of indirect cost recovery funds from Intra-District to Local funds and a \$45,208 increase in inter-agency agreements to provide human resource services to independent agencies.

Key Result Measures

Program 2: Management Services

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Mary Montgomery, Deputy
Director, Management and Employee
Services Division

Supervisor(s): Rosalind Inge, Interim Director

Measure 2.1: Percent of planned workforce requests met on time

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 90 | 90 | 90 |
| Actual | - | - | - |

Measure 2.2: Percent of unplanned workforce requests met on time

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 80 | 80 | 80 |
| Actual | - | - | - |

Measure 2.3: Percent of agencies under the authority of the Mayor with workforce plans in place

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 100 | 100 | 100 |
| Actual | - | - | - |

Measure 2.4: Percent of HR Council/Advisor meetings held

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 100 | 100 | 100 |
| Actual | - | - | - |

Employee Services

| | FY 2004 | FY 2005 |
|--------|-------------|-------------|
| Budget | \$2,087,385 | \$4,512,371 |
| FTEs | 46 | 50 |

Program Description

The Employee Services program provides advice, guidance, counseling, assistance and information to current and prospective District employees so they can receive timely and accurate HR information and easy access to HR services. This program's services are provided through the following two activities:

- **Employee Support** - provides advice, guidance, counseling, assistance and information to current and prospective District employees so they can receive timely and accurate knowledge about HR issues and easy access to HR services.

- **Processing and Information Management** - provides document processing and information management services to agencies so they can have timely, accurate and up-to-date information for making well-informed human resource decisions.

Program Budget Summary

The program has a gross funds increase of \$2,424,986 or 116.2 percent from the FY 2004 approved budget of \$2,087,385. This increase is primarily from consolidating the benefits functions of DCOP into one program. Previously, benefits functions were split between the Employee Services program and the Policy and Program Development program. The Local funds increase of \$393,045 primarily covers a \$308,244 increase for the transfer of indirect cost recovery funds from Intra-District to local funds, a \$37,613 increase for FY 2004 nonunion pay increases, and a net increase of \$47,188 from the transfer of benefit administration costs from the Policy and Program Development program to Employee Services offset by transfers of multiple positions in this program to non-local funds. The Special Purpose Revenue funds increase of \$953,000 covers annuitant benefits, which was transferred from the Policy and Program Development program. Intra-District funds increase of \$1,078,941 is primarily from the \$308,244 transfer of indirect cost recovery funds from Intra-District to Local funds, the transfer of benefit administration costs from the Policy and Program Development program, and additional inter-agency agreements with independent agencies for human resource services.

Key Result Measures

Program 3: Employee Services

Citywide Strategic Priority Area(s): Making
Government Work

Manager(s): Mary Montgomery, Deputy
Director, Management and Employee
Services Division

Supervisor(s): Rosalind Inge, Interim Director

Measure 3.1: Percent of clients reporting that services delivered provided the information they needed to make decisions and take appropriate next steps

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 75 | 80 | 85 |
| Actual | - | - | - |

Measure 3.2: Percent of surveyed clients reporting that their inquiries were satisfactorily answered on first contact

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 75 | 85 | 85 |
| Actual | - | - | - |

Measure 3.3: Percent of benefit plans offered that are equivalent to benefit plans offered by similar organizations included in a benefits survey

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 70 | 70 | 70 |
| Actual | - | - | - |

Agency Management

| | FY 2004 | FY 2005 |
|--------|-------------|-------------|
| Budget | \$3,384,533 | \$3,723,729 |
| FTEs | 27 | 29 |

Program Description

The **Agency Management** program provides operational support to the agency so that it has the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

Program Budget Summary

The program has a gross funds increase of \$339,196 or 10.0 percent from the FY 2004 approved budget of \$3,384,533. The local funds increase of \$266,896 is primarily from a \$200,981 increase to support the full-year operations cost of the new human resources information system, a \$38,349 increase for FY 2004 nonunion pay increases, a \$44,209 decrease for fixed costs, and increased software licensing costs. The Special Purpose Revenue funds increase of \$14,300 is for the redirection of supply costs for

the PFRRB to the Agency Management program. The Intra-District funds increase of \$58,000 is for postage associated with the District's health benefits program.

Key Result Measures

Program 4: Agency Management

Citywide Strategic Priority Area(s): Making Government Work

Manager(s): Rosalind Inge, Interim Director

Supervisor(s): Rosalind Inge, Interim Director

Measure 4.1: Percent variance of estimate to actual expenditure (over/under)

| | Fiscal Year | | |
|--------|-------------|------|------|
| | 2004 | 2005 | 2006 |
| Target | 5 | 5 | 5 |
| Actual | - | - | - |

Measure 4.2: Cost of Risk

| | 2003 | Fiscal Year | | 2006 |
|--------|------|-------------|------|------|
| | | 2004 | 2005 | |
| Target | - | - | - | - |
| Actual | n/a | - | - | - |

Note: This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost of Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

Measure 4.3: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression

| | 2003 | Fiscal Year | | 2006 |
|--------|------|-------------|------|------|
| | | 2004 | 2005 | |
| Target | 4 | 4 | 4 | 4 |
| Actual | - | - | - | - |

Measure 4.4: Percent of Key Result Measures achieved

| | 2003 | Fiscal Year | | 2006 |
|--------|------|-------------|------|------|
| | | 2004 | 2005 | |
| Target | 70 | 70 | 70 | 70 |
| Actual | - | - | - | - |

For more detailed information regarding the proposed funding for the activities within this agency's programs, please see schedule 30-PBB in the FY 2005 Operating Appendices volume.